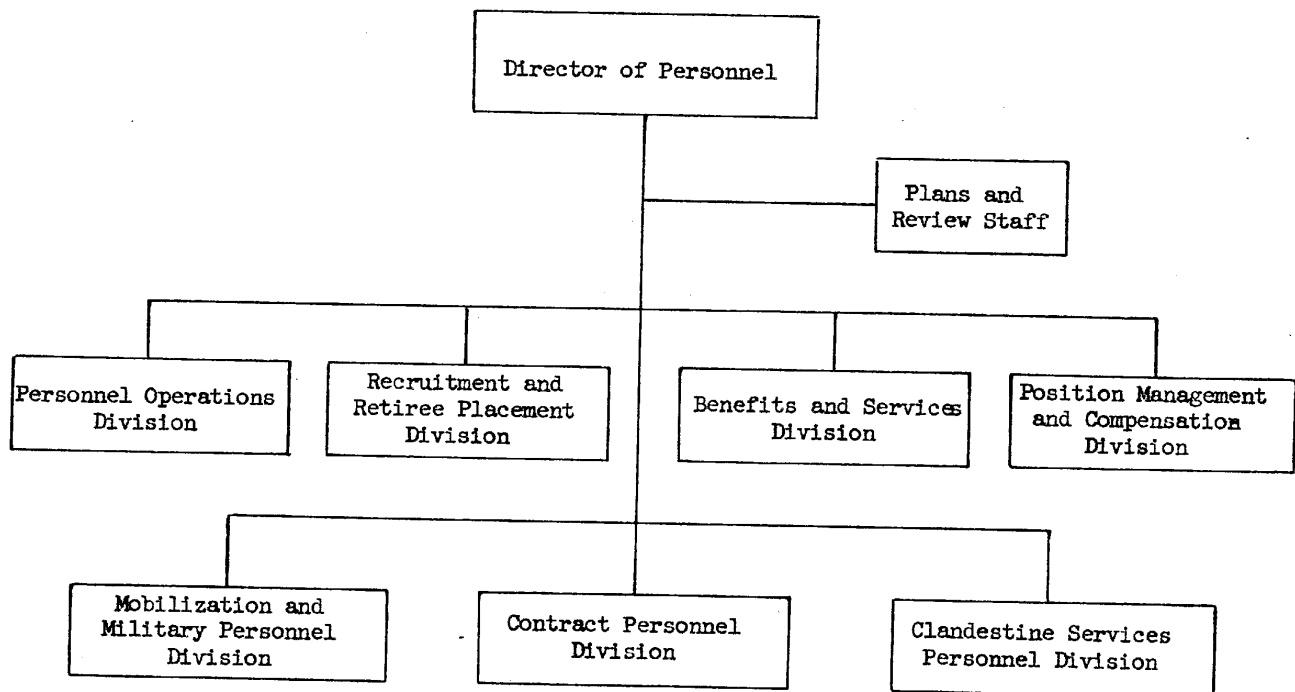


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OFFICE OF PERSONNEL



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28 July 1965

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OFFICE OF PERSONNEL

FUNCTIONAL STATEMENT

Office of the Director of Personnel

The Director of Personnel is responsible for the development and administration of an Agency-wide personnel program. His functions include formulating and recommending policies, regulations, and standards; advising and assisting administrative and operating officials; reviewing and evaluating personnel management practices in the Agency; providing a full range of personnel and employee services; and conducting research as required in support of these programs. The immediate office of the Director of Personnel has primary responsibility for the direction of subordinate elements engaged in carrying out these activities; administering the retirement program under the CIA Retirement and Disability Act; and for providing administrative and housekeeping support to the Office.

Special Activities Staff

This Staff assists Agency operating and career service officials in carrying out their responsibilities in situations concerning separations and disciplinary actions. It serves as the principal staff arm of the Director of Personnel in matters relating to suitability determinations and adverse actions. In addition, this Staff provides direction and professional guidance to the Applicant Review Panel, the Overseas Candidate Review Panel, and the Personnel Evaluation Board. This Staff further has the responsibility of processing applications for Career Employee Status.

Plans and Review Staff

Responsible for providing staff support to the Director of Personnel in the development, review, and evaluation of policies and programs. In more detail, the Staff stays abreast of and coordinates the efforts of the Divisions as they relate to policy planning and program development and undertakes separate projects in specialized fields, such as manpower analysis, legislative proposals, and promotion studies. The Staff is also responsible for the development and coordination of personnel regulations, handbooks, and notices. The Staff provides technical guidance in the fields of printing, reproduction, and graphic arts for projects undertaken by the Office of Personnel.

FUNCTIONAL STATEMENT (continued)

Personnel Operations Division

This Division is responsible for receiving, reviewing, and evaluating qualifications of applicants; making placement recommendations to Agency officers; initiating and monitoring employment processing; preparing appropriate correspondence with applicants and candidates in process; and assisting the various offices in the review of personnel requirements, and in the preparation and revision of recruitment requests. This Division is also responsible for the initial selection and assignment of clerical personnel; processing official personnel actions; maintaining official Agency records of employees; preparing and maintaining necessary statistical records and reports; and analyzing and codifying qualifications data for applicants and employees.

Benefits and Services Division

This Division is responsible for all phases of personnel relations activity including counseling, pre-exit interviewing and exit processing, processing of medical claims under statutory programs, administration of a wide range of Agency-sponsored and statutory insurance programs, retirement, administration of various employee recognition programs, and for other employee activities including recreation, fund drives, car pools, and blood donors. It is also responsible for the centralized handling of employee emergencies and the handling of missing and captured personnel falling within the coverage of the Missing Persons Act, and for providing guidance on casualty planning for sensitive or hazardous undertakings. In addition, this Division is responsible for providing a central processing service to assist Agency personnel in performing official travel, for providing staff support to the Agency Retirement Board, for providing policy and guidance on proposed retirement programs for proprietary and subsidized organizations, and for providing administrative direction to the Northwest Federal Credit Union.

Position Management and Compensation Division

This Division is responsible for conducting a comprehensive program of position management and compensation throughout the Agency. The responsibility includes participating in the development of overall personnel policies, standards, and regulations, with emphasis on position management and compensation; reviewing the organization and functions of Agency components and recommending changes in organizational structure, realignment of functions for effective operations, realistic manpower requirements, and employee utilization; establishing grade and pay levels of Agency positions; wage administration for domestic and foreign local positions; establishing and maintaining

FUNCTIONAL STATEMENT (continued)

Position Management and Compensation Division (continued)

an occupational coding structure and a MANS coding system; monitoring average grade and salary levels; establishing special rates and schedules; authorizing establishment and changes to the position and organization structure; evaluating the organization and compensation structures of proprietary organizations.

Recruitment and Retiree Placement Division

This Division is responsible for planning and conducting recruitment programs designed to fully satisfy the Agency's continuing personnel requirements. The Field Recruitment Branch is responsible for a nationwide college relations and recruitment program, for area and specialized recruitment programs, interviewing of all prospect referrals from Headquarters and for the recruitment of stenographers, typists, and sub-professional Communications personnel. The Washington Recruitment Office is responsible for interviewing all applicants who seek out the Agency on their own or who are referred locally by Congressional or other interested persons. In addition, WRO is responsible for the recruitment of various clerical personnel in the local area as well as in the States adjacent to or near the District of Columbia. The Retiree Placement Counseling Staff is responsible for counseling and assisting those retirees seeking other employment after retiring under the Civil Service Retirement System or the CIA Retirement and Disability Act. The Employment Referral Branch assists resignees in seeking employment in other branches of the Government, industry, or in educational institutions.

Mobilization and Military Personnel Division

This Division is responsible for the procurement, assignment, administration, and disposition of military personnel detailed to the Agency and the development of plans and recommendations for the mobilization of manpower in the event of a national emergency. This responsibility includes conducting necessary liaison with appropriate components of the Department of Defense, and preparing and maintaining records pertaining to military personnel. The Division is also responsible for the administration and support of the Agency's Military and Civilian Reserve Program.

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FUNCTIONAL STATEMENT (continued)

Contract Personnel Division

This Division is responsible for recommending policy standards governing Agency contracts for personal services and certain other special contracts required in support of covert operations; for the development and interpretation of policies relating to Staff Agent personnel and the complete processing of such personnel; for monitoring and reviewing industrial contracts involving personal services; and for the administration and granting of allowances and differentials for Agency personnel serving overseas. These responsibilities include preparation and execution of contracts and the review of Field contracts submitted to Headquarters; the processing of Agency consultants; and the maintenance of records on non-staff personnel. The Division is also responsible for providing staff guidance on problems concerned with unemployment compensation for covert personnel and on social security matters for all types of Agency personnel.

Clandestine Services Personnel Division

The Clandestine Services Personnel Division is responsible for providing staff advice and secretariat support to the Clandestine Services Career Service Board, its subordinate Panels and sections, and the Clandestine Services Personnel Management Committee. The Division assists these elements in the selection, assignment, rotation, promotion, development, and utilization of personnel who are members of the Clandestine Services Career Service, including personnel in the staff agent and career agent categories. In this connection, the Division serves as a central personnel office for the CS in guiding and coordinating the work of the component personnel offices. The Division provides staff advice and serves as a control point in the allocation of personnel ceilings among the Clandestine Services components and the development, processing, and maintenance of staffing and development complements. It makes organizational studies and recommendations concerning the composition of a component by types and service designations of personnel.

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PERSONNEL RECRUITMENT DIVISION

Page 1, substitute following for present McCone paragraph 2.

In our recruitment program we emphasize that the call of CIA is to young men and women with a high patriotism and a passion for anonymity. While we are proud of the intellectual capacity and achievements of the Central Intelligence Agency, we say, we are even prouder of the fact its membership has measured up to very high standards of character, integrity, and devotion to their country.

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PERSONNEL RECRUITMENT DIVISION

1. This Agency traditionally has characterized itself in Congressional and other corridors as "a young agency whose greatest assets" are its "truly dedicated and specially skilled people."

2. Former Director of Central Intelligence John A. McCone added his voice to the chorus when he testified:

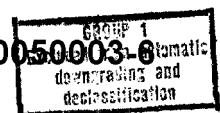
"In all my life, I have never been associated with a group of men and women possessing greater educational and intellectual background than the careerists of the Central Intelligence Agency. I don't think a comparable group exists in any other department of the Government nor do I think it exists in any major private enterprise."

3. The troops hear this music and their morale stays Marine-high. Their morale is consistently high--a few dips and peaks, but always high. They actually believe this business about their professionalism, their devotion to duty, their pride of accomplishment, their being ten cuts above the typical federal employee. They instill this spirit in themselves, and their co-workers. And they are good--maybe as good as they think they are!

4. The man who takes command of this outfit will discover in short order he has hold of a going concern. He can lay his leadership laurels right on the line. This outfit will follow him and fight his battles wherever he wants to go--so long as he wants to go forward. It may even keep him awake nights thinking up new ways to back his confidence in the people who are helping him do

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his job--his totally challenging, rewarding, brain-stretching job.

5. This IS a great outfit. It IS a privilege and an honor to serve in it. In most areas it will smother its leader with competence. It has people working in it who wouldn't want to work anywhere else; some whose economics make it unnecessary that they work at all; others whose talents would command considerably higher salaries elsewhere. Yet all of these people are among those who work the hardest, and contribute a very sizeable share of the brainpower and guts that it takes to make this organization tick. Why this dedication, this ability of the Agency to attract and retain outstanding talent? You already know why--because it's such a fascinating way of life, so full of hard-headed intellectual challenge and plain old frustration, that the victim of its catnip keeps coming back for more.

6. When it comes to setting the record straight, however, this "young agency" is simply not that young anymore. The Peace Corps is young. We've been shaving for a few years now. We're not entitled to keep blaming the nick of our mistakes on our nervous youth. In Intelligence, agents can age overnight. We've been around more than a few of these nights ourselves, and we've had adequate time to mature. We can stop talking about growing and gaining sophistication, and start playing for keeps. The President has said that he wants this to be the finest

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intelligence organization in the world. He hasn't said the finest money will buy, just the finest. This compounds the challenge. We like to think ours is the finest now. But all signs point to its getting better. Recruitment knows it will have one of the key roles to play in this drama. Recruitment has a key role to perform for any organization committed to a program of self-improvement. That is, any organization that considers itself the best in the business can only get better by a program of self-improvement.

7. Our personnel are still our "greatest assets," but this had more meaning when people were our only assets. So this preachment has to be rephrased a bit. People and "things" now constitute our greatest intelligence assets. Technology has crashed the Intelligence party and is shoving a lot of people around who once had the dance floor to themselves.

8. Like people, however, science and technology can go only so far. In today's Intelligence orbit, neither technology nor people can go any farther or faster than the one can take the other. It makes for a marriage of social equals, therefore. And, insofar as a happy home life is concerned, the Agency has learned this. It knows that the kitchen stove has four burners. The political cloak and diplomatic dagger are not outmoded, but they must now share the intelligence kill with all kinds of strange new companion devices.

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9. Not only is this changing the Agency's manpower mix, and causing some personnel skills to give way to machines, it is necessitating the Agency's entire intellectual and administrative body adapting daily to the impact and potentialities of technological change. Information collection, analysis, and evaluation, and all of its support technique, are pushing back the frontiers of man-made intelligence, and the Agency is pushing ahead in the total field of intelligence.

10. One by-product of change, of changing the manpower mix, can be the misfit. We've had our share of misfits in the Agency, without the catalyst of change. They were misfits when they came in, and when they left. Some are still around, unfortunately. We don't recruit misfits, if we can help it, and, in any case, we don't perform the selection function in the Office of Personnel. This responsibility rests with the components concerned and the Chief, Career Training Program insofar as professional applicants are concerned. The Director of Personnel has no selection authority in this Agency other than as it obtains for clerical personnel.

11. Therefore, insofar as selection authority goes, the Agency's recruitment arm only reaches out and embraces a likely looking candidate, recommending, of course, where he might do the Agency a particular service. The component(s) asked, by Recruitment and/or Placement, to examine the applicant's

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credentials makes the selection as between candidates of presumably comparable qualifications. Errors in selection have been relatively few over the years. It's just that we've seen some "lulus" along the way, and they have stood out glaringly. Recruitment would like to think that these cases were all somebody else's candidates, but it is not so, entirely.

12. Ours is continually a quest for quality, at all grade levels. To begin with, the Agency's qualifying standards for Clerical applicants are higher than the whole of Government. Whatever relationship there may be between strict hiring standards and attrition or turnover of personnel, we can't say, but our clerical attrition rate is certainly one of the lowest in Government. During periods in which Government-wide turnover has averaged 33% per annum, this Agency has lost only 18% of its clerical force. Our professional losses are comparably low, in the neighborhood of 6% per annum, on all counts--resignation, retirement, etc. The Federal average would come close to doubling this percentage. Industry is lucky if it loses less than 65% of its professional "new hires" within the first two years of their recruitment. Our employees probably figure it takes as long to get out of the Agency as it took to get in, and, therefore, having only one life to give to their country, decide they may as well stay put. This hints, of course, at our toughest problem in recruiting--the long lead time we must allow for between the

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initial interview and entry on duty. We cannot interview a candidate and slapdash tell him he's hired. Other recruiters can, in both industry and Government. We can only tell the candidate we will put his papers in process and hope for the best. He hopes, too, and then he waits, and waits, until he wearies and takes the Allis-Chalmers or Department of Commerce offer he has in the bag. Some, obviously, wait as long as need be. The only avenue to a faster processing pipeline is to man it with more personnel--in Security and Medical Staff primarily; this, plus building more fires under the component branch chiefs who curry an applicant file as though a selection decision carried with it the death penalty in the event the green light is given.

13. When we speak of candidates meeting Agency qualifying standards, in any job category, we imply not only the individual's assortment of skills and academic honors, but his sound state of physical and mental health, an impeccable personal security escutcheon, test(s) results, and possession of a personality that is not only pleasingly persuasive from where a series of interviewers may view it, but kinetically calculated to fit into that certain niche that would be his to have and hold, at least at the outset of his career.

14. All of these high hurdles are designed, of course, to discourage the candidate, make life miserable for the recruiter, and make recruitment an expensive exercise for the Agency. We

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wouldn't need a recruitment program, of course, if we just hired everybody who applied, either on his own or through relatives or friends in and outside the Agency. The Agency's image has a lot of sex appeal and it attracts a host of applicants. Thus, essentially, many candidates do recruit themselves every year--without ever seeing a recruiter, but not nearly enough EOD via this route.

15. In FY 65, we had 5,527 applicants appear at our downtown

25X1A

These were "walk-ins" or "recommended-bys". In the latter category there were 224 who were referred to us by the White House (4), United States Senators (68), United States Representatives (115), high Federal officials (4) and senior Agency officials (32).

During this same period--in which we interviewed 5,527 applicants--we hired, from this same WRO interviewing service, 251 new employees. Not a bad batting average, in our kind of ball park, were it not for the fact only 48 were professionals (26) or professional trainees, CT's (22). We were doing this interviewing with our professionals--four of them; still, our "take" from this source was 1 professional EOD per interviewer per month. These are interviewers, mind you, not recruiters. As interviewers they have no choice in determining where they would search for better applicants. They take what they get.

16. We can't close down this office simply on the basis of these totals, however. Somebody in the Agency has to talk with people who get the urge to work for the Agency. Somebody has to

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process the Congressional and other "Special Interest" cases. And, in any case, this operation paid its way in that it was the source of 203 Clerical EOD's, no paltry contribution. What makes the interviewer's job more exasperating, however, is the fact we don't hire our own children--or nephews, nieces, cousins, brothers, sisters, or what have you in the great name of nepotism, unless they pass muster. It's a crazy way to run a railroad--unless you like your trains to run on time.

17. Voluntary applicants we get. "Write-ins", from all over the United States, we get, by the thousands, and from some remote corners of the rest of the world. Solid candidates, with all the qualifications we're looking for, we go out and get. This is called recruiting. Recruiters are people looking for people. They are among the Agency's "greatest assets."

18. Recruiters represent the Director of Intelligence. They sell careers in Intelligence. Since recruiters are careering in Intelligence the person they are trying to sell judges the entire apparatus by the cut of a recruiter's jib, his manner of speech, dress, and deportment, and his sincerity of purpose. Agency recruiters are not "fast talkers." Serious-minded college students are searching for some personal rapport with the Agency that they can sense through the Agency's man in the interview booth.

19. They have formed their impression of other prospective employers--automobile manufacturers, newspapers, General Electric,

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NASA, you name it--in other ways, by their product lines, say. CIA has no product line, only a name, and a reputation that more often than not is done great disservice by an aggressively inaccurate press.

20. Our greatest chance, therefore, of capturing the candidate we are after lies in the interest the recruiter can spark in the interviewee. And, on today's crowded campus, this means in a twenty-to thirty-minute conversation. In most cases the recruiter, as a matter of common courtesy, has to go through with the interview, even though he has discovered in the first five minutes that we would be getting no bargain in spending the Agency's money in processing the interviewee's application forms.

21. Literally thousands of such interviews come to naught in the course of a year. We have determined over the years that it takes from 10 to 22 interviews to turn up a professional candidate who will enter on duty, who will have what it takes from the beginning and will stay in the processing pipeline all the way. This statistic holds not for good years and bad but for good years or bad: 10 interviews will produce one EOD in a good year, when the Agency is in a buying mood, but it takes 22 interviews to produce one EOD in a bad year. The caliber of candidates is about the same, year in and year out. But the branch chiefs who make the selections change. When they're not buying they want to see more files. The good years for recruiters

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are the years in which Agency components are hurting for people, like now. Bad years are the years when the recruiter breaks his back but can't win for losing because the selection cards are stacked against him.

22. To prove this theorem let's take a good year (Calendar 1963) with the Agency hurting for people, a bad year (Calendar 1962), when the word was "no sweat," and one hell of a good

25X1A9a recruiter, [REDACTED], and just see what kind

25X1A9a of years these were for [REDACTED]--a former Ivy League football coach, just in case you know any more like him, in any league.

25X1A9a You couldn't know anyone exactly like [REDACTED]. We've never had one like him and never will. He never stops recruiting. He's a machine.

25X1A9a 23. If we could computerize [REDACTED] somehow and do this job by pushing his buttons he'd spew EOD's all over the lot. There are only so many hours in a day, but Gus travels nights and works days and in 1964 he interviewed 1,271 professional candidates. Of this number he liked and recommended 358. Of that number, the Agency liked 253 and put them into the security clearance pipeline. Of this 253, 124 passed Security (the great majority do) and medical, and liked their Agency chances enough to hang on all the way through the EOD gate. This was a good year for recruiters and a great year for Gus.

24. Now, let's take Calendar 1962 and the same hard-working

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25X1A9a [REDACTED], or it could have been [REDACTED] 25X1A9a

25X1A9a or [REDACTED]. [REDACTED] conducted even more interviews, 25X1A9a
1,338 as against 1,271 in 1964, and recommended slightly fewer
candidates, 336 as against 358. Then--and here is where the
components start losing their perspective--the components got
in the act and, needing half as many new hires, 60 in [REDACTED] 25X1A9a
case, put 215 in process, 85% as many as the following year
when they needed 50% fewer hires. This is what makes the
Recruitment and Security wildcat wild.

25. We're down in recruiter strength now to where we may
have to start making certain component's selection decisions
for them, by the only device open to us, of course; specifically,
diverting our efforts to the requirements of other components
once we figure we have put enough applicant files of a certain
description and quality into a given component's selection
stockpile.

26. The above exercise with [REDACTED] under the microscope 25X1A9a
demonstrated that he sold almost 10% of his candidates to the
Agency in 1963 when we were needing people. The selection
processes were stimulated to move cases rapidly into Security
channels and the EOD turnstile was clicking. When Gus was working,
equally hard, in 1962, however, he was in a seller's market and
he netted only a 4.5% dividend on his investment of recruiter
time and money. It's a rough Agency to recruit for.

27. On balance, if you concede that it takes between 10 and

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22 interviews to produce one professional EOD (the Clerical rating is lower), it takes an average of 16 interviews in an average year. An average year might call for 1,000 professional EOD's and therefore 16,000 interviews with likely-looking candidates. We'll be shooting for 16,000 recruiter interviews this year by 13 field recruiters. If this is aiming too high, our [REDACTED] 25X1A

25X1A

[REDACTED] interviewers will pick up the difference.

28. Ours is a good recruiting staff. It got that way by experience. In recruiting, to coin a phrase, there is no substitute for experience. Agency recruiters are made, not born. We can make a good recruiter out of a born recruiter in about three years. We have just gone through the cycle--with eight new recruiters who came on board in very late 1962, early 1963. Four are still with us and are just now getting into full production. Of the other four, one is deceased, one transferred to DDP/Scientific Intelligence Group, and the remaining two didn't have it and were terminated. Of the four still on board and going great, two came from other than OP components inside the Agency, DDS&T and DDS (Communications). Of the two outsiders, one had 25 years Personnel and Recruitment experience with Leeds & Northrup, the other was an eighth grade English teacher in Clive, Iowa.

29. So, we don't know where our next good recruiter is coming from. But we do know it takes a new recruiter three

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years to get to know all the specifics of Agency personnel requirements and to establish both an on- and off-campus modus operandi that will pay off at the EOD window. It was the veteran recruiters who were ringing the bell during the Agency's big 1963-1964 build-up--the recruiters who have been recruiting since 1951. The first year's collective input of the four new members of our present recruitment staff was almost nil. That year has since been written off as field training. The second year's collective and individual effort caused us to take notice of the way these new recruiters were taking hold. And this past year's performance has convinced us we would fight to retain the four recruiters in question: [REDACTED]

25X1A9a

25X1A9a [REDACTED] and

25X1A9a [REDACTED].

25X1A9a 29. Speaking of [REDACTED], and what makes a recruiter, you should know that he occupies an office on the same floor of
25X1A6a the new Federal Building in [REDACTED] that harbors the Presidential suite. Speaking of offices, however, you should know that none of our Recruitment Field Offices is ostentatiously furnished or over-sized. They are in the pattern of good image whether you enter as an applicant or a taxpayer. By this same token, you should know that we moved our recruiters out of cubbyholes, attics, and low-rent red-light districts in 1963 and that we're

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not going back to that notion of image. We also gave them an Agency seal, a brochure, and authority to come right out and say they were CIA recruiters. Theretofore, they had been recruiting for the "U. S. Government." Our theory was that the U. S. Government could find its own recruits, we had a tough enough task keeping CIA supplied.

30. As the Personnel representatives of the Director of Central Intelligence, and the Director of Personnel, we recruit in the image of these two positions and their incumbents. We don't go around making a "cold pitch" to an employee whose employer may be engaged in Defense production or other contractual services with the Government which some people, in or out of Government, might consider as important as Intelligence in the interests of national security. Nor would we "cold pitch" any underpaid employee whose employer might run to his Congressman. Instead, we advertise, and then throw the newspaper on the prospect's front porch.

31. We keep the CIA doors open to those members of the graduating classes of the three service academies whose physical status may deny them being commissioned but would not preclude their working for the Agency in some capacity. In reverse, we refuse to talk job with any regularly commissioned member of the military services unless he has given his parent service written notice of his intent to resign--unless, of course, he

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is nearing retirement. We have a two-way agreement with the FBI not to tamper with each others employees, or applicants.

32. These are about all the do's and dont's that influence our activity. Beyond these guide lines we are left pretty much to our own devices, and each recruiter to his own. Our professional recruiters as a group are tops in Government, on all counts or any way you want to slice it. This statement can be confirmed by calling the Director of College Relations and Recruitment, U.S. Civil Service Commission, Mr. Robert F. Mello. His dial number is 183-7257. Mr. Mello has seen our recruiters in action too many times not to wish that all of Government could come up to our professional level. We tend to pay our top field recruiters one salary grade above the rest of Government. We go to GS-14. And, in the field, our recruiters typify what this pay differential will get you in terms of quality.

33. The attached map identifies the location of our field offices--in the hubs of national population and university life. We believe this is where CIA field recruitment offices should be located. It took a little shifting around. We now have part-time secretaries to our professional recruiters, who used to do their own typing and clerical chores--at GS-14 pay rates, if you please. It would take a hell of a typist to earn this salary, so we economized by hiring more people.

34. We're down to thirteen professional recruiters for the FY 66 field year, plus one Career Training Program overseer

for the eleven western states and Western Texas. What we try to do here is screen "out", or "in", as many CT candidates as possible at these distances, as against all other CT candidates being transported to Washington at Agency expense for screening interviews. Our [REDACTED] operation was saving the Agency about \$40,000 a year the last time we looked, over and above [REDACTED] salary and travel costs of [REDACTED]. We have only three full-time and one part-time specialized clerical recruiters, and, as mentioned earlier, four downtown Washington interviewers. Headquarters overhead personnel include two professional and five clerical. All this adds up to FY 1966 being the year everybody expects us to fall flat on our recruitment face. It wouldn't take much of a shove, we admit; we've cut it about as thin as the law of good judgment permits, probably thinner. If this is the penalty we wind up paying for playing the budget game fair and square these past two years, we'll have to think twice the next time around. The Chief, Personnel Recruitment Division says he has the horses, but it indeed is going to be a horse race. About now, he'll take out any casualty insurance being offered, any additional staff available--trained or untrained.

35. The attached map shows the deployment of our field activity. It also identifies the cities where we have University Associates.

36. As of 30 June 1965, the Agency was 129 personnel below authorized strength. As of the same date, Recruitment had 1,980 acceptable candidates in process. Keep these figures in mind when you hear about all these "recruitment failures." We can hardly be blamed for arguing that if the rest of the Agency was on the ball, placement-wise, selection-wise, investigation-wise, testing-wise, and processing-wise, there wouldn't be any "recruitment" shortfalls. If the candidates are available, Recruitment will find them.

37. The Government-wide difficulty in attracting qualified economists obtains for this Agency, in spades, coupled with the "built-in mobility" that causes on-board economists to be ever seeking to better themselves in other agencies, academic, or commercial fields, or in combinations of all three, when outside consultant privileges are extended -- which this Agency cannot condone. The NPIC requirements will demand an all-out FY 1966 and 1967 recruitment effort, in which FY 65 netted a plus of 70 over the FY 64 year-end strength. Office of Communications requirements are measurably higher, and becoming increasingly more sophisticated -- in the face of a shrinking supply of former military-trained communicators. The Career Training Program must be counted a customer for continuing high input, of high quality. These are merely the highlighted requirements. Our most difficult

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task ahead very well may be the matching of [REDACTED] contract requisitions with available volunteers. The freeze on clerical EOD's during the middle half of FY 1965 and a tendency to curtail clerical EOD's to keep within ceiling limitations produced a deficit of clerical personnel in FY 1965, with a resulting need for concentrated recruitment effort in this field in FY 1966 and the reinstitution of the "provisional clearance" leverage employed in the past. Within the clerical category, we will be recruiting in FY 1966 and 1967 for the first time, for candidates with language proficiency in French, while continuing these efforts with respect to Spanish and Portuguese.

38. There is an understandable tendency to suggest repeated cuts in the recruitment staff with every reduction in personnel ceiling. This argument usually is advanced by the same theorists who would argue that once the car is parked you can get rid of the gas tank. It is important to understand that a minimum recruitment organization must be maintained simply to provide the geographical coverage required and to maintain an open line of communication with primary recruitment sources. Further, whether the Agency is engaged in recruitment or not, it cannot refuse to interview an interested prospect and must have the manpower capability to conduct these interviews.

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39. As stated earlier, it takes about three years to fully train a new recruitment officer and bring him to full production; a basic recruitment organization which can be expanded to provide supervised training to new recruiters must be maintained. The Agency's recruitment organization has been reduced to the irreducible minimum if we are to maintain a recruitment capability adequate to meet current needs and be susceptible to rapid expansion in an emergency. The only possibility for further reductions -- and these were planned for FY 1966 -- was to expand the function of professional recruitment officers to include clerical recruitment as well. This appears possible except in a few areas where there are numerous sources for both clerical and professional candidates and where the contact workload would be more than a single recruitment officer could handle. This is putting a radically different concept of recruitment into practice, however, at a risky point in time -- FY 1966 and FY 1967.

40. Plans for FY 1966 and 1967 include continuation of the highly successful "100 Universities Program," but on a reduced scale, 65-75 universities, because of fewer recruiters to put into the program. Plans also include continued use, but no expansion, of University Associates to assist in the academic recruitment program. We are counting, of course, on the

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continued use of an attractive brochure in our recruitment program and a revised text has gone forward for editorial approval, art work, layout, et cetera. In the advertising field, we are now working with a more aggressive and savvy national advertising agency than had been the case in the past. Gaynor & Ducas, Inc., is the new firm, and we look for far better advertising results than we have experienced to date. Advertising and brochure publicity are standard tools of the recruitment trade; our 100 Universities Program and University Associates Program are unique assets of our own, with a high rate of return for time and money invested. In the final manpower-requirements analysis, however, it is only the tried and true recruiters working for this Agency who are going to keep it in business.

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